# LIST OF CONTENTS

Executive Summaries	1
Putting Information Assets on the Board Agenda Nigel W. Horne	10
Strategy Implementation: the New Realities Peter Lorange	18
Competing in Asia Pacific: Understanding the Rules of the Game Philippe Lasserre and Jocelyn Probert	30
Turnaround and Renewal in a Spanish Shipyard José Ruiz-Navarro	51
Core Competence: What Does it Mean in Practice?  Mansour Javidan	60
Partnerships in the Motor Industry: Opportunities and Risks for Suppliers Fiona Leverick and Rachel Cooper	72
The Darwinian Shakeout in Financial Services—an Interim Report Bernard Taylor	82
Aligning BPR to Strategy: a Framework for Analysis William J. Kettinger and James T. C. Teng	93
Why Don't the Oil Companies Clean Up Their Act?—the Realities of Environmental Planning Tarja Ketola	108
Strategic Thinking: Can it be Taught? Jeanne M. Liedtka	120
Driving Blind: Strategic Decision-making in Small Companies Keith D. Brouthers, Floris Andriessen and Igor Nicolaes	130
Strategic Alliances in China: Negotiating the Barriers Ajit S. Nair and Edwin R. Stafford	139
Brief Case—The New Business Enlightenment Andrew Campbell	147
Strategy at the Leading Edge—Exploring the Concept of Intellectual Capital (IC) Johan Roos	150
Better than the Rest: Making Europe the Leader in the Next Wave of Innovation and Performance Loizos Heracleous	154
Book Reviews	159

## THE STAKEHOLDER CORPORATION

Executive Summaries	171
The Stakeholder Corporation: Introduction to the Special Issue Thomas Clarke	181
The Stakeholder Corporation: A Business Philosophy for the Information Age Thomas Clarke	182
For Whom Should Corporations Be Run?: An Economic Rationale for Stakeholder Management Margaret M. Blair	195
Including the Stakeholders: The Business Case David Wheeler and Maria Sillanpää	201
Giving People a Stake in the Future John Plender	211
Researching the Dynamics of Board-Stakeholder Relations Morten Huse	218
Communication with Stakeholders: An Integrated Approach Eileen Scholes and David Clutterbuck	227
Corporate Governance in China: Explosive Growth and New Patterns of Ownership Thomas Clarke and Du Yuxing	239
Edith Penrose: Pioneer of Stakeholder Theory C. N. Pitelis and M. W. Wahl	252
The Roadmap to Success: How Gerhard Schulmeyer Changed the Culture at Siemens Nixdorf	
Carol Kennedy	262
Accounting for Strategic Management: A Practical Application Rob Dixon	272
Strategic Leadership at General Electric M. Reza Vaghefi and Alan B. Huellmantel	280
Distribution: The Chinese Puzzle Sherriff T. K. Luk, Yin Zhou Xu and Wan Chun Yu	295
Brief Case—Corporate Strategy and Parenting Theory Michael Goold, Andrew Campbell and Marcus Alexander	308
Strategy at the Leading Edge—East vs West: Strategic Management Perspectives from Formal Logic and the Logic of Contradiction	04.7
Gary R. Carini, Leslie E. Palich and Linda Parrack Livingstone	315
Internal Motivation and External Strategy: The Same Challenge!  Michel Godet	319
Book Reviews	325

Executive Summaries	337
If Most Mergers Fail Why Are They so Popular? Keith D. Brouthers, Paul van Hastenburg and Joran van den Ven	347
Re-designing the IS Function around Core Capabilities David F. Feeny and Leslie P. Willcocks	354
That Vision Thing: Do We Need It? Michael E. Raynor	368
Telecom Italia: Merging Five Companies into One Alessandro Baroncelli	377
Scenarios for Interactive TV—Europe's Uncertain Future Gabriel Jacobs and Henning Dransfield	396
Assessing Competitors: the Gap between Strategic Intent and Core Capability Robert D. Hamilton, III, Eric D. Eskin and Max P. Michaels	406
Co-developing Products: Involving Customers Earlier and More Deeply Michael R. Neale and David R. Corkindale	418
BPR: Creating the Conditions for Success David Paper	426
Multinational Corporations in China: Responding to Government Pressures Ingmar Björkman and Gregory E. Osland	436
How Do You Value a Start-up Company?—the Flotation of Orange™ Roger W. Mills	446
Strategic Planning in Small High Tech Companies Maureen Berry	455
Walking the Tightrope: Strategic Issues for Human Resources Yehuda Baruch	467
Brief Case—Why Most Strategic Planning is a Waste of Time and What You Can Do About It Daniel G. Simpson	476
Strategy at the Leading Edge—Strategic Thinking Or Strategic Planning Loizos Heracleous	481
Book Reviews	488

Executive Summaries	499
Strategic Planning for the Millennium: Resolving the Dilemma Ian Wilson	507
The Corporate Culture Myth Victor Newman and Kazem Chaharbaghi	514
Reconciling Western Management Ideas with Far Eastern Realities Christopher J. Clarke	523
Capital Budgeting in a Fast-Changing World Esbjörn Segelod	529
How Alliances are Reshaping Telecommunications Maheshkumar P. Joshi, Roger J. Kashlak and Hugh D. Sherman	542
The SPACE Matrix: A Tool for Calibrating Competition Laetitia Radder and Lynette Louw	549
Taking AA Insurance from Recovery to Sustainable Growth Barry Smith and Sarah Hall	560
Strategy and Control in the Multinational Corporation: Too Many Receipes?  James H. Taggart	571
Competitive Intelligence: Preparing for the Information War Kevin F. McCrohan	586
Competing through Design Myfanwy Trueman and David Jobber	594
Managing Business Risks in China L. Zhuang, R. Ritchie and Q. Zhang	606
The Endgame in Aerospace: A Disaster Waiting to Happen? Donald L. Bates and Sal Kukalis	615
Brief Case—Why Most Strategic Planning is a Waste of Time and What You Can Do About It—Part II Daniel G. Simpson	623
Strategy at the Leading Edge—Fun with Scenarios Enid Mante-Meijer, Patrick van der Duin and Muriel Abeln	628
Book Beviews	638

Executive Summaries	649
Exposing the Corporate Vampires: A Shareholder's Guide to Management Entrenchment Richard R. Vecchiolla, Melanie Prudom and Robert D. Hamilton III	659
Global Market Trends in the Networked Era Douglas M. Sweeny	672
Building Successful Customer—Supplier Alliances Thomas E. Vollmann and Carlos Cordon	684
Managing Corporate Image and Corporate Reputation Edmund R. Gray and John M. T. Balmer	695
Ethical and Unethical Competition: Establishing the Rules of Engagement Ian W. Jones and Michael G. Pollitt	703
Strategic Re-engineering at Coats Viyella A. K. Bhattacharya and A. D. Walton	711
Transformational Leadership: Lessons from U.S. Experience Gregory G. Dess, Joseph C. Picken and Douglas W. Lyon	722
Involving Middle Managers in Strategy Making Manab Thakur <sup>4</sup>	732
Bridging the Gap of Relevance: Strategic Management and Organisational Development Loizos Heracleous and Sylvia DeVoge	742
How Owners Influence Strategy—A Comparison of Owner-Controlled and Manager-Controlled Firms Jeffrey P. Katz and Brian P. Niehoff	755
The Shake-out in Korea: How Small Firms Survive Youngbae Kim and Byungheon Lee	762
Organizing for Innovation: Loose or Tight Control? R. J. Butler, D. H. R. Price, P. D. Coates and R. H. Pike	775
Brief Case—Measuring the Performance of the Corporate Centre David Pettifer	783
Strategy at the Leading Edge—Competing on the Edge: Strategy as Structured Chaos Kathleen M. Eisenhardt and Shona L. Brown	786
Book Reviews	790
Review Briefs	796

### STRATEGIES FOR SMALL AND MEDIUM-SIZED ENTERPRISE SUCCESS

Executive Summaries	803
Introduction to Special Theme: Small and Medium Enterprise Strategy—A Small Business Necessity, Not a Large Firm Luxury John White	813
Benchmarking Small Companies on the Internet Brian Webb and Ruth Sayer	815
Relationship Marketing: Its Key Role in Entrepreneurship John Day, Aftab Ahmed Dean and Paul L. Reynolds	828
Strategic Leadership in Super-Growth Companies—A Re-appraisal R. Tonge, P. C. Larsen and M. Ito	838
How Planning and Capital Budgeting Improve SME Performance Michael J. Peel and John Bridge	848
Strategies for Start-Ups Julia A. Smith	857
New Media Economics are Transforming Consumer Relations Ralf Boscheck	873
Managing Businesss Portfolios in German Companies Thorsten van der Velten and H. Igor Ansoff	879
International Development by Chinese Enterprises: Key Issues for the Future Stephen Young, Neil Hood and Tong Lu	886
Peak Performing Organisations Kevin Roberts, Mike Pratt, Ed Weymes and Clive Gilson	894
Building Scenarios for Hong Kong Using EMS Robert W. Blanning and Bruce A. Reinig	900
Benchmarking Toyota's Supply Chain: Japan vs U.K. Peter Hines	911
How Japanese Partners Help US Manufacturers to Raise Productivity Marca Marie Bear	919
Total Business Strategy—The Missing Link Eli Noy	927
Brief Case—Benchmarking Corporate Headquarters J. David Young	933
Strategy at the Leading Edge—Competence-Based Management and Corporate Culture: Two Theories with Common Flaws?	
Dianne Lewis	937
Book Reviews	944

